

NORWOOD PEDESTRIAN PLAN

PART 3: PLAN RECOMMENDATIONS

Communities can employ a number of differing strategies in implementing pedestrian improvements depending on the philosophy of its leadership. They may choose to:

1. Simply build sidewalks and other amenities on a per request basis that may or may not address overall pedestrian needs
2. Systematically identify and address existing pedestrian barriers and constraints
3. Identify and address both current and expected future pedestrian needs on a case-by-case basis
4. Develop and implement an approach that integrates the need for pedestrian amenities into other aspects of planning, in order to ensure that future development supports pedestrian travel as a practical mode of transportation

Many towns will, by default, take the first approach, or else employ a more coordinated effort the second two require. But Norwood has indicated a commitment to finding ways to integrate pedestrian needs into their comprehensive planning efforts through this Pedestrian Plan process. In this way, both current and future pedestrian needs are addressed. Additionally, tools are put into place to ensure that future development considers the pedestrian. Likewise, the developing pedestrian system will work toward the overall vision and goals of the Town: a small town where walking is not only a viable option but often the preferred way of getting to destination points, and a charming community where children, the elderly, the disabled, and everyone else can safely walk and meet on the sidewalks.

Transportation needs do not exist in a vacuum. They are interwoven with other needs reflected in the way land is used. Transportation systems and land use patterns must be mutually supportive for either to work in a fully functional and efficient manner. This is particularly true in the case of pedestrian planning, where a number of land-use factors often determine whether even the “best” pedestrian facilities actually ever get used.

This portion of the Plan begins by addressing how that integration of land use and transportation takes place, in the **Recommended Policies and Ordinance Modifications** section. The “fixes” recommended in this section all fall under the headings of “planning” or “language,” and a table shows what language can be used to accomplish the Town’s goals. The sample of **Recommended Programs**, which follows, suggests various strategies for increasing pedestrian activity. The next section, **Project Recommendations and Implementation Strategy** suggests general overall improvements to addresses current and expected future pedestrian needs in Norwood. It describes both planning efforts and facility construction required to make those improvements. The **Individual Project Identification and Priority List** that follows recommends and describes specific projects. Most of these projects will require more detailed design, as well as acquisition of right-of-way or easements, and some call for additional public input. All projects, however, along with existing facilities will require proper maintenance. A number of maintenance strategies and concerns are described in the **Recommended Maintenance Programs** section. Finally, the **Recommended Evaluation Process** briefly describes how the Pedestrian Plan’s goals and implementation strategies can be examined and improved over time.

NORWOOD PEDESTRIAN PLAN

Section 7:

Recommended Policies and Ordinance Modifications

Norwood will find serving pedestrian needs easier if plans, ordinances and policies are coordinated and consistent regarding pedestrian travel. Furthermore, the Town will see that facilities receive greater utilization if certain programs are in place to support pedestrian travel as a mode of transportation. The following recommendations address the policies and programs that should be amended to integrate pedestrian mobility into the land use and transportation systems, so as to promote maximum use and benefit:

1. Form a Pedestrian Needs Committee.

The PNC should represent a wide variety of pedestrian interests and populations in the Town. Various areas of expertise represented by the PNC should include:

- Transportation
- Commerce
- Health
- Safety
- Education
- Aesthetics
- Environment
- Engineering and Design

The purpose of the PNC is to ensure that the Pedestrian Plan stays in the forefront of public awareness, and that it is implemented and updated as needed to reflect conditions and pedestrian needs. The PNC can be an important avenue for integrating pedestrian needs with other planning processes. The PNC can serve as advocate, monitor, facilitator, and educator, as well as ensure that emerging public needs are addressed in the planning process.

Implementation Strategy: Norwood Town Commissioners appoint PNC members and invest them with the authority and charge to follow-up on the Pedestrian Plan.

2. Develop and Adopt a Comprehensive Land Use Plan

Through the comprehensive land use planning process, a clear vision for a community is developed and documented. The Plan describes how and where the community should grow and develop in the future, and what steps the community should take to turn this vision into a reality. Pedestrian-related elements that could be included in the plan are:

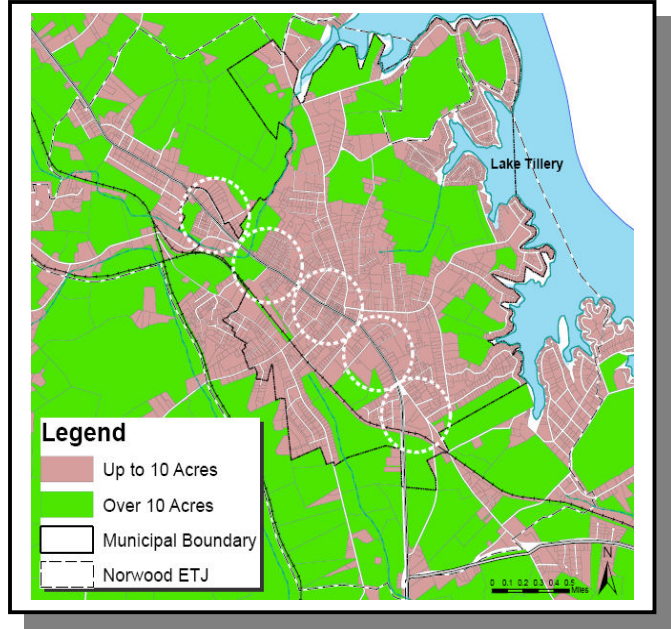
- An examination of alternative overall growth and development scenarios, including those that accommodate and foster pedestrian activity.
- Economic development strategies, particularly for those located in the central business district and along major growth corridors
- Coordination of all adopted policies and documents (plans, ordinances, etc.) that affect growth and development to ensure that these
- Developing a prioritized implementation and funding schedule to help ensure that implementation strategies called for in the plan are realized
- Descriptions of individual neighborhood and corridor development schemes

Implementation Strategy: Norwood Town Commissioners select a qualified planning consultant to guide the Town through this collaborative planning process.

NORWOOD PEDESTRIAN PLAN

3. Engage in community planning for infill of large, under-developed parcels in Town.

As part of the land use planning process, serious discussions at the community level should determine the extent to which infill development on large in-Town parcels should be encouraged, and how much street connectivity and pedestrian-friendly actions should be promoted in that development. These discussions should occur now, before these properties are developed, so that pedestrian facilities can be included in planning (because they are very difficult to successfully retrofit).



Large parcels in the Norwood area

As a part of these discussions, current zoning restrictions for these properties should be evaluated in terms of pedestrian-friendliness. Most of these properties are now zoned R-20 or RA. (See Existing Conditions Map). Both of these zoning districts require at least 20,000 square feet per dwelling unit (du) (approximately 2 du/acre), in order “to insure that residential development not having access to public water supplies and dependent upon septic tanks for sewage disposal will occur at sufficiently low density to provide a healthful environment.” The majority of these lots now lie adjacent to properties with water and sewer service. Removing this restriction through the rezoning process, will allow higher density development essential to creating pedestrian-friendly neighborhoods. A higher density (as permitted in R-10 or R-8 zones, for example), along with sidewalks and street trees, could support walking as a desirable means of transportation.

R-20 and RA zones also permit very few non-residential uses, even under conditional authorization. A mixed-use zone would allow a variety of destination points to exist in these areas - restaurants and stores, for instance - giving people more opportunities to walk in their daily routine. As noted previously, widely spaced and dispersed uses tend to discourage walking as a form of transportation between them, no matter how nice the sidewalks and trails are. And if facilities aren’t used, any jurisdiction—federal, state, or local—has a hard time justifying a commitment of money to them.

These discussions should lead to amendment of any relevant zoning or other regulations and their attendant maps.

Implementation Strategy:

- Activate the Pedestrian Needs Committee (Item 1).
- Engage the Planning Commission in discussions regarding these topics.

NORWOOD PEDESTRIAN PLAN

- Amend related regulatory documents as needed to incorporate the changes recommended (Item 6).

4. Work with Stanly County on areas outside Norwood's ETJ.

It will be important to track and discuss the impacts of development planned for or occurring immediately outside the Norwood ETJ, in light of Norwood's articulated vision.

Norwood can determine what happens within its corporate limits and ETJ, but not what happens just over the line. Stanly County's land use plan describes the County's desire to preserve open space and scenic rural areas (in which Norwood is located) by working with the towns to create vibrant town centers of mixed and multiple uses—in other words, preserve rural areas by making cities and towns a very attractive place to live. These visions mesh extremely well and support Norwood's interest in creating a good pedestrian environment to serve as a local transportation alternative. It will be important to monitor development to see whether these mutually-supportive visions are being fulfilled, or whether something further should be done to promote them, because concentrating development in or outside the ETJ will have a real impact on the use of pedestrian facilities as a viable transportation mode.

Implementation Strategy: PNC shall monitor land development, and have frequent communication with the Stanly County Planning Department and Planning Board.

5. Address consistent Transportation Planning.

Work with NCDOT and the Rocky River RPO to ensure that future roadway plans, projects, and priorities are consistent with the adopted Pedestrian Plan (or that the Pedestrian Plan is amended if needed). Include the Pedestrian Plan as an expansion of the Comprehensive Transportation Plan as that is updated in 2007.

NC planning law now calls for communities with planning documents to review those documents and address, in plans reviews and rezonings, issues of consistency of the proposals with the planning documents. For this to work, the documents must be internally consistent. While such a process may seem burdensome, it also makes the planning process more predictable and should lead to greater adherence and success in carrying out long-term goals for community growth.

Implementation Strategy: PNC shall ensure adequate distribution and reference to the Pedestrian Plan in decision-making processes by Town Staff, Board Members, and NCDOT.

6. Coordinate with Norwood community stakeholders.

Stakeholders should include the Police Department, Schools, and other organizations on pedestrian safety outreach and education.

Implementation Strategy:

- PNC and Town staff other shall work with the Police Department, Norwood Elementary School, and other stakeholders to reach out to pedestrians about

NORWOOD PEDESTRIAN PLAN

safety issues. The Police Department can participate by distributing materials through their Community Policing program, the Schools by distributing materials to their students and parents.

- The Town shall announce changes in facilities, upcoming construction, etc. to all its residents. Flyers can be sent home in utility bills, but equally valuable will be the posting of information on the Town's website, and at common gathering places such as the Post Office, the grocery stores, the banks, and local restaurants.

7. Enact policy and ordinance changes.

The table, which follows, summarizes specific policy and ordinance modifications that would positively impact pedestrian facility implementation or utilization.

NORWOOD PEDESTRIAN PLAN

NORWOOD PEDESTRIAN PLAN

Section 8: Recommended Programs

Walk a Kid to School event

Each year in the month of October, the Norwood Town Board provides over 100 kids breakfast before leading them on a community group walk to school. This event has been so successful that an additional event day has been suggested for the spring school semester. Programs like these help children, parents and all participating adults see for themselves the benefits and viability of children walking to and from school.

The North Carolina Department of Transportation has more information about this type of initiative and related ones, at:

http://www.ncdot.org/transit/bicycle/safety/programs_initiatives/walk2school_intro.html

Other related programs recommended by NCDOT include:

Walking School Bus

The walking school bus idea encourages students to walk together with supervision of one or more adults, depending on the size of the group. Adults can take turns walking with students by having assigned days of duty. The group follows a planned route, similar to the traditional school bus, on their commute to and from school. Children can be met by the group at their homes or at supervised "bus stops". The bus participants can have fun with the idea by wearing a specific color, use a wagon for the backpacks, or hold a rope linking them all together. Adults can use the opportunity to teach pedestrian safety skills to students while walking to school as well.

Walking Wednesdays

Designating a weekly or monthly Wednesday as "Walking Wednesday" can encourage students to walk to school with their friends, family, teachers, or as part of a walking school bus. Classes that have the greatest percentage of students participating can be recognized and rewarded.

Crossing Guards

Volunteers from the community can work with the local school system to provide safe crossings for school children at key crossing areas. Crossing guards help guide students safely across busy streets and provide additional supervision for children. They also serve as visual cues to drivers to slow down.

Students can also serve as safety patrol volunteers. The AAA School Safety Patrol program has helped reduce injuries and deaths among younger students most at risk for pedestrian injury. The AAA program also instills students with a sense of responsibility and leadership, as each day they protect classmates going to and from school. Contact the AAA School Traffic Safety Coordinator for North Carolina, Monique Lyles at (888) 274-4459 x6201, mllyles@mailaaa.com. Or visit AAA at: <http://www.aaapublicaffairs.com/Main/Default.asp?CategoryID=7&SubCategoryID=25&ContentID=71>



NORWOOD PEDESTRIAN PLAN

SCUSA Bus

Stanly County offers community transportation services through the SCUSA Bus program. Transportation includes trips to and from agencies, employment sites, businesses, medical centers (in and out of county), community college, Senior Center, nutrition sites, after school programs, group trips, dialysis, nursing homes, etc. Services are provided utilizing vans and buses through subscription and demand response routes. Vehicles are equipped to serve the disabled population. Contact Gwen Hinson for more information at (704) 986-3790.

Charity Run/Walk Event

Various charitable causes host community wide events such as walk-a-thons or 5K runs to raise money. The Town could organize such an event for a charity, or direct proceeds toward park or trail improvements. Such events would also draw attention to the healthy benefits of walking.

Adopt a Sidewalk/Trail Program

The Adopt-a-Road program is very successful in gathering volunteer groups to regularly clean a particular stretch of road. Adopting a trail or sidewalk section can be just as effective. Any interested individual or organization can care for their "own" section of trail. They may adopt a favorite site or a Beautification Committee can suggest a trail or sidewalk section most in need. Volunteers pick up litter four times annually, or more if necessary. They also serve as an extra set of eyes to watch for downed trees and branches or report other maintenance issues. Adopt-a-Trail or Adopt-a-Sidewalk signs are placed on the trails to recognize those volunteers who have taken their valuable time to keep the trails clean and help preserve these valuable assets for the community.

NORWOOD PEDESTRIAN PLAN

Section 9: Project Recommendations and Implementation Strategy

Before considering individual site-specific projects (or how to implement them), a broad description of recommended pedestrian initiatives for Norwood is provided below. Each of these project types or strategies is intended to improve pedestrian conditions in terms of increased safety and mobility. These general recommendations are listed categorically and in no particular order of priority. Individual projects within those categories are described in detail in the **Section 9: Individual Project Identification and Priority List** and are also shown on the **Comprehensive System Map**. All improvements should be constructed and maintained in accordance with the **Facility Standards and Guidelines** section of the Plan Appendix.

I. GENERAL PROJECT RECOMMENDATIONS

These recommendations are categorized as either “Short-Term” or “Long-Term” based on the following criteria:

Short-term projects

- Address critical safety, mobility, or access needs
- Primarily improve or utilize already existing facilities
- Require minimal purchase of right-of-way or easements
- Are consistent with other previously adopted plans
- Require no changes in existing ordinances
- Require a minimum of funding

Long-term projects may have equal or greater impact than Short-term but require that one or more of the following actions be taken:

Long-term projects

- May involve private development and thus public-private cooperation
- May require additional right-of-way or easement acquisition
- May fall within NCDOT right-of-way
- May require NCDOT funding, engineering and construction
- May require ordinance modification

Short-term Project Types:

🚧 **Add warning signage** in areas where current warnings to drivers have proven inadequate, particularly along roads where high speed limits suddenly drop to low speeds.

🚧 **Construct sidewalks and improve sidewalk conditions** along existing streets in accordance with the Plan’s priorities.

Sidewalk “conditions” refers to a variety of improvements including:

- | | |
|--------------------------------|-------------|
| a. Pavement condition and type | c. Lighting |
| b. Path width | d. Drainage |

NORWOOD PEDESTRIAN PLAN

- e. Clearance from obstructions
- f. ADA compliance
- g. Planter islands
- h. Street trees and other landscaping
- i. Trash cans, benches, and other “pedestrian furniture”

🚶 **Construct new crosswalks** where shown in the **Comprehensive System Map** as recommended in the **Individual Project Identification and Priority List**.

Long-term Project Types:

🚶 **Construct pedestrian trails and supporting facilities** in acquired easements and right-of-way including proposed public destination points, such as Lake access points, identified in the **Comprehensive System Map**.

New trail easements may be acquired through the subdivision process, as proposed in **Implementation Strategies Short Term Goals**, or through other means including:

- Donation of right-of-way or easements by public or private landowners
- Public purchase of right-of-way or easements
- Public/private partnerships

It should be noted that the term “trail” refers to a path other than a sidewalk that links destination points (and thus is useful for transportation) as well as a path that may be used for recreation.

When developing pedestrian trails (greenways) consider the following steps:

- 1.) Identify, plan and develop greenways in cooperation with all affected landowners, local businesses, civic organizations, pertinent citizen advisory groups, jurisdictions, and local law enforcement. A "Greenways Partnership" can facilitate communication between these groups.
- 2.) Ensure the preservation, protection and appropriate management of significant and sensitive environmental, ecological and cultural resources within greenways through conformance with the standards and criteria identified in this Plan and other pertinent policies and plans.
- 3.) Where acquisition of land needed for the greenway is not feasible or desirable, work with landowners to protect identified resources, and provide public access where appropriate, through voluntary means such as conservation and trail easements and/or cooperative agreements.
- 4.) Identify roadside segments of the greenway/trail plan. Ensure that these segments are incorporated into local and state transportation plans and developed and maintained through appropriate agencies.

NORWOOD PEDESTRIAN PLAN

🚶 Development of Highway 52 Bypass

Immediate improvement in vehicular and pedestrian conditions in the downtown area of Norwood could be realized with a reduction in the amount of highway through traffic utilizing Main Street. According to the current NCDOT 2006-2012 State Transportation Improvement Program (TIP), US 52 in Norwood is planned for improvements in the corridor from US 74 in Wadesboro to NC 24/27 in Albemarle with some portions on new location. The exact location of the improvements will require further detailed study. It is possible that the recommendations of the ongoing Comprehensive Transportation Plan (CTP) for Norwood will show the need for a bypass on of the town on new location to alleviate congestion caused by through traffic and heavy trucks using Main Street for regional travel. Diverting through traffic and providing alternative routes for traffic intending not to stop in Norwood, would contribute to improving pedestrian conditions in the Town, particularly those pedestrians crossing or traveling along Main Street.

The actual construction of new facilities may not be feasible in the foreseeable future due to NCDOT budget constraints and priorities; however, the Town should consider steps that will preserve future potential bypass corridors from becoming overbuilt and thus not usable for this purpose. Opportunities for potential corridor selection and preservation from future development will be enhanced at the conclusion of the planning process with the adoption of the future Norwood CTP.

🚶 Central Business District (CBD) Improvements

Renovate downtown Main Street and expand the business district into neighboring parallel streets, such as Campbell and Gordon Streets. (See steps outlined in **Section 9: CBD Streetscape Projects**).

🚶 Continue the Town street grid in conjunction with new private subdivision development. The street grid is designed to increase connectivity within the Town in order to:

- a) Ease the vehicular traffic burden on existing streets by providing alternative routes
- b) Provide a greater variety of pedestrian linkages throughout Town
- c) Create opportunity for town growth, in a well-integrated mix of land uses according to traditional pedestrian-friendly principals
- d) Increase economic opportunities within the Town Center








New street right-of-way may be acquired through the subdivision process according to the procedure outlined in the **Recommended Policies and Ordinance Modifications** section of this Plan. Individual projects are described in the **Individual Project Identification and Priority List** of the Pedestrian Plan. All improvements should be constructed in accordance with the **Facility Standards and Guidelines** section.

NORWOOD PEDESTRIAN PLAN


II. IMPLEMENTATION STRATEGIES

Specific strategies are listed below under the classifications of, again, Short-term and Long-term. Each of these strategies has long-term benefits but Short-term strategies meet the most immediate needs, can be most readily addressed, and will be beneficial to later steps of implementation.

Short-term Implementation Strategies:

-  **Apply for recommended funding** and enact revisions to the local budget. See Funding Strategies and Local Budget Recommendations in this Plan.
-  **Revise current development policies** contained in the Town Zoning Ordinance, Subdivision Ordinance and other related documents, to increase connectivity and mix of land uses. The character of Norwood to this day remains fairly rural in nature. Currently within the Town limits there are about 30 tracts exceeding ten acres, with no more than a single dwelling unit. Most of these largely undeveloped parcels are prime candidates for subdivision and redevelopment. If current Town ordinances are revised according to the **Recommended Policies and Ordinance Modifications** section of this Plan, new streets and pedestrian trails will become available to the Town through the development process, with minimal cost to the Town. Encouraging mixed-use development in these parcels through the creation of a mixed-use zoning category will foster new neighborhood development where walking can serve as a useful means of transportation. Refer to the **Comprehensive System Map** for conceptual trail alignment.
-  **Establish right-of-way agreements for trails** with sanitary sewer utility company to share existing utility and stream corridors.
-  **Evaluate current Town staffing needs.** Implementation of the Pedestrian Plan will likely require some additional staff to coordinate individual improvement projects and work with the Pedestrian Needs Committee.
-  **Initiate recommended programs** for community awareness, safety and maintenance procedures.
-  **Solicit sponsorship from major employers**
-  **Create incentive opportunities for local businesses**

Long-term Implementation Strategies:


-  **Acquire right-of-way for sidewalks, trails and destination points.** All proposed corridor locations are depicted on the **Comprehensive System Map**. Projects are described in the **Individual Project Identification and Priority List**. In order to construct additional on-street pedestrian improvements (sidewalks, accessibility ramps, etc.), the Town must acquire the additional property required for

NORWOOD PEDESTRIAN PLAN

the improvement or reach an agreement with the property owner. See the **Funding Strategies** section for various options of land acquisition and public-private partnerships. New trail easements may be acquired through the subdivision process, as proposed in the **Recommended Policies and Ordinance Modifications** chart, or through various other means including:

- Donation of right-of-way or easements by public or private landowners
- Public purchase of right-of-way or easements
- Public/private partnerships

It should be noted that the term “trail” refers to a path other than a sidewalk that links destination points (and thus is useful for transportation) as well as a path that may be used for recreation.

 **Evaluate existing and ongoing pedestrian projects and strategies.**
See the **Recommended Evaluation Process** in this Plan.



Darrell Almond Community Park

NORWOOD PEDESTRIAN PLAN

Section 10: Individual Project Identification and Priority List

Prioritizing projects is by nature a fluid process, dependent upon factors subject to change, such as individual parcel sales, development trends, employment opportunities, and traffic demands. However, despite fluctuations in local conditions, the community has expressed its resolve to turn its pedestrian vision, stated earlier in the Plan, into a reality. That vision requires that each project meet certain **goals**, expressed here as:

1. Decreasing vehicular traffic and congestion that present obstacles to pedestrian use
2. Increased pedestrian safety
3. Greater pedestrian connectivity
4. Thorough accessibility to all potential user groups
5. Increased community identity, social interaction, and beautification
6. Positive environmental impact

In addition to meeting community goals, the projects listed below are also weighted by the following implementation **criteria**:

1. Physical/geographic constraints
2. Availability of right-of-way
3. Project costs
4. Support by existing plans and initiatives
5. Community-expressed support based on where people walk or would like to walk, particularly as a means of transportation between destination points.

Each project was evaluated in terms of meeting these goals and satisfying the criteria. The public rated the projects during the second public input meeting. The steering committee reviewed the public response and factored it into a finalized prioritization.

All project locations are shown on the attached **Comprehensive System Map**. See the **Project Recommendations and Implementation Strategy** section for background, justification and further explanation of each project type. All improvements shall be in accordance with the descriptions in **Facility Standards and Guidelines**, all pertinent NCDOT specifications and the most current **Manual on Uniform Traffic Control Devices** (MUTCD). All improvements in NCDOT right-of-way are contingent upon NCDOT District 12 approval. For recommended procedures in acquiring right-of-way/easement, refer to **Project Recommendations and Implementation Strategy, Long-term Project Types and Funding Strategies**.

NORWOOD PEDESTRIAN PLAN

PRIORITY LIST OF NORWOOD PEDESTRIAN PROJECTS:

A. Northwest District sidewalk (0.53 miles)

- 1.) Identify parcel owners along northeast side of Main Street from Darrell Almond Community Park to Lawnwood Drive.
- 2.) Acquire sufficient width of right-of-way to construct sidewalk and planter strip.
- 3.) Lengthen culvert and re-grade over Cedar Creek to accommodate wider sidewalk on northeast side. Contact Garlin Haywood, NCDOT Division 10 Bridge Maintenance Engineer (704-982-0101), for a response to their initial inspection and project evaluation performed December 2006/January 2007.
- 4.) Construct sidewalk extension along northeast side of Main Street from Darrell Almond Park to Lawnwood Drive.
- 5.) Create planter strip between new sidewalk and back of curb.
- 6.) Plant selected street trees along length.

ALTERNATE to steps 4 - 6: Construct new bridge across Cedar Creek adjacent to Main Street and connect existing Main Street sidewalk to Darrell Almond Community Park's existing track with new sidewalk or trail. Provide additional sidewalk/trail linkage from existing track to proposed sidewalk at Park entrance. Insure that the proposed connection is completely accessible.

- 7.) Provide street lighting.

B. CBD Projects

Norwood is in the midst of revitalizing its Central Business District, particularly in the area bounded by Anson Avenue, Whitley Street, Campbell and Gordon Street. This Plan recommends a mid-block signalized crosswalk on Main Street between the Anson and Whitley Street intersections, and another at the intersection of Pee Dee Avenue and Campbell Road.



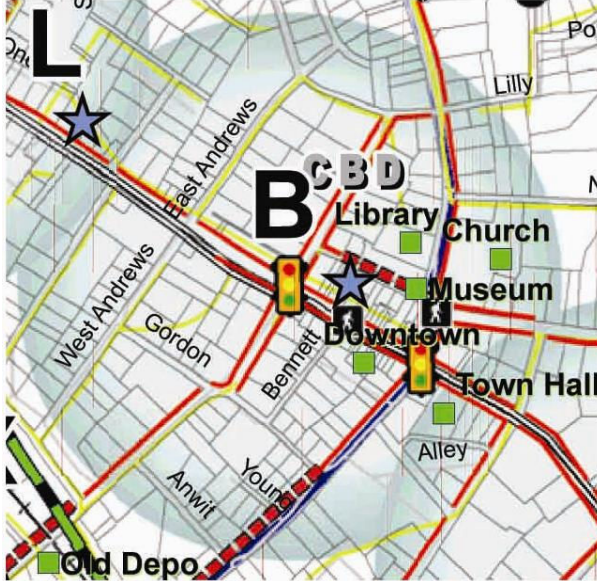
The following steps are recommended for developing an overall master plan for Central Business District (CBD). The master plan should include individual projects for implementation.

- 1.) Review current plans for development and improvements within the CBD in light of the goals and strategies expressed in the Pedestrian Plan.
- 2.) Review pedestrian-friendly street and urban design principles and tips for implementation. To begin, see the SEQL document: **Pedestrian-Friendly Streetscapes** at <http://www.seql.org/actionplan.cfm?PlanID=16>
- 3.) Work with an experienced urban design consultant to insure that plans are developed according to a clearly expressed vision for the Town, with

NORWOOD PEDESTRIAN PLAN

facilitated community involvement, addressing the multi-faceted needs of residents as well as local businesses, in a context sensitive manner.

- 4.) Assemble a stakeholder group that fully represents the members of all community interests groups, including the PNC, local business owners, informed citizens, elected officials, and others.
- 5.) The stakeholder group should appoint a steering committee of “key players” to oversee the entire process. The steering committee should:



- Familiarize itself with examples of existing quality streetscapes and their associated development codes to use as models; and
- Develop and implement the plan of action, which should include clearly defined short-term, mid-term, and long-term goals.

- 6.) Begin seeking out immediate sources of funding for design and other initial costs. Tap into potential contributions from various stakeholders.
- 7.) Stage a design charrette to explore alignment of additional streets, land uses, and streetscape design. Streetscape design elements should include setbacks, sidewalk and planting strip widths, lighting, awnings, façade elements, street trees, on-street parking, benches, trashcans, fountains, banners, pavement types, crosswalks, and other pedestrian amenities.
- 8.) Prepare a design code/revised ordinance/design guideline for streetscape improvements.
- 9.) Invite public review of the code.
- 10.) Make necessary revisions to the code and implement it.
- 11.) Streamline the permitting process and consider other incentives to attract new development.

C. College and Turner Street connection

- 1.) Acquire sufficient right-of-way to extend College Street and Turner Street to connect at point southeast of the Community Building. (0.19 miles)
- 2.) Construct streets.
- 3.) Construct sidewalk and planter strip along the northwest side of College Street and northeast side of Turner Street. (0.30 miles)
- 4.) Provide a sidewalk connection to the Community Building from the College Street extension. (0.05 miles)

NORWOOD PEDESTRIAN PLAN

- 5.) Plant selected street trees along length.
- 6.) Provide adequate street lighting.

D. Crosswalk at Main & Fork

- 1.) Mail improvement requests to NCDOT Division 10 Office. Include a short description of the desired improvements. Division 10 representatives will investigate the site, assess needs for improvements and render a decision. Mail the request to:

**NCDOT Assistant Division
Traffic Engineer
716 West Main Street
Albemarle, NC 28001**



- 2.) Construct sidewalk along north side of Price Street between Fork Road and Main Street.
- 3.) At Price Street, stripe crosswalk across Main Street and Fork Road.
- 4.) Add crosswalk warning signals
- 5.) Add Town signature welcome signage facing south on Hwy 52.

E. Speed limit signage on Highway 52 at Fork Road

- 1.) Mail a written request for a speed limit investigation. Posted speed limit could be reduced from 55 mph to 35 mph incrementally with an intermediate 45 mph ordinance. Include a brief description of the location. See above for mailing address. NCDOT will investigate the location, crash records, etc. and make a determination of appropriate changes.

F. Cedar Creek Trail (0.87 miles) with Summit Street connector (300 feet)

- 1.) Identify parcel owners along Cedar Creek between Darrell Almond Community Park And Lake Tillery.
- 2.) Develop plan for trail complete with estimated right-of-way width required for clearing, grading and adequate buffer.
- 3.) Acquire necessary right-of-way (or easements) in stream corridor.
- 4.) Construct trail in acquired right-of-way/easements.
- 5.) Identify parcel owners between Summit Street terminus to Cedar Creek.
- 6.) Acquire sufficient right-of-way to connect Summit Street terminus to Cedar Creek Trail.
- 7.) Construct spur trail.
- 8.) Locate trailheads at existing Darrell Almond Community Park path loop, proposed Lake Access Point in “Snuggs Cove”, and at Summit Street spur.
- 9.) Provide additional trail access points where appropriate.
- 10.) Install appropriate signage and furniture (benches, trashcans).

G. Stanly School realignment traffic light with signalized crosswalk

NORWOOD PEDESTRIAN PLAN

- 1.) Contact NCDOT Division 10 and request crosswalk signalization and striping to be added to traffic light planned for realigned intersection.

H. Brickyard walk

- 1.) Identify parcel owners along south side of North Kendall Street and Brickyard Road from existing sidewalk on North Kendall to Richardson Road, along north side of Richardson Road, the west side of Dupree Road, and north side of western bound spur to railroad tracks.
- 2.) Negotiate right-of-way acquisition and construct sidewalk extension to connect existing sidewalk on North Kendall Street to proposed Big Cedar Creek Greenway. (0.52 miles)
- 3.) Renovate, improve and expand, as needed, the existing asphalt trail in the textile property parallel and southeast of Collins Ave. in order to connect Main Street at Doody Ave. to the cemetery on North Kendall. This step can be accomplished through the conditional zoning process with the redevelopment of the Textile Plant property. (0.21 miles)
- 4.) Renovate, improve and expand as needed the existing walk in the cemetery to complete the connection to North Kendall Street. (0.12 miles)
- 5.) Provide trailhead at Main Street and all appropriate signage and lighting.

I. “New Norwood” Trail (2.09 miles)

- 1.) Develop plan for trail to be constructed as new development occurs in the east side of Town. The new Norwood Trail shall run from Lakeshore Drive near the “Snuggs Access Point”, crossing Berry Hill Drive at property line approximately 375 feet west of Lake Head Road intersection, turning southeast to intersect creek at point adjacent to Lake Head Road, turning south and following the creek to pump station on Atkins Street, and improvements extended to connect to Wall Street. Also include in plan, spurs to Alberta Drive and Allenton Street at Island Cove Road. Plan shall include estimation of right-of-way width required for clearing, grading and adequate buffer.
- 2.) Identify parcel owners along alignment.
- 3.) Adopt alignment for the Trail.
- 4.) Amend the Subdivision Ordinance to require the dedication of open space to secure land for greenway (and other open space) development or usage. (See **Recommended Ordinance Modifications**).
- 5.) Require easements and trail construction in the conditional use rezoning process.
- 6.) Provide trailheads at Lakeshore Drive, Berry Hill Drive, Lake Head Road at creek and again at end of circle, Alberta Drive, Allenton at Island Cove Road, Wall Street and Atkins Street. Provide additional trailheads at all new street intersections.

J. Pee Dee sidewalk extension (.90 miles)

- 1.) Identify parcel owners and acquire sufficient right-of-way along east side of Indian Mound and Pee Dee Avenue from existing sidewalk at Story Street to Cedar Creek
- 2.) Construct sidewalk and planter strip.

NORWOOD PEDESTRIAN PLAN

- 3.) Plant selected street trees along length.
- 4.) Provide adequate street lighting.

K. Vineyard Trail (2.00 miles)

- 1.) Develop plan for Trail to run from “New Norwood” Trail at Berry Hill Drive, then along Berry Hill Drive until Vineyard Road, then parallel to Berry Hill Drive behind current parcels northward to Lakeshore Drive. Continue trail along road to cross Berry Hill Drive. The trail shall then run behind parcels facing Lake Tillery along Berry Hill Drive until looping back again to reconnect with itself as shown on **Comprehensive System Map**. currently Lakeshore Drive near intersection of Berry Hill Drive.
- 2.) Follow procedure described in New Norwood Trail project.
- 3.) Provide trailheads at Berry Hill Drive at all intersection points.
- 4.) Install appropriate signage and furniture (benches, trashcans).

L. Main Street Sidewalk repair

- 1.) Repair curb and sidewalk section along Main Street from East Andrews to East Pine Street.

M. Community Center sidewalk (0.75 miles)

- 1.) Stripe a mid-block crosswalk across West Turner Street at end of existing sidewalk at Clay Drive.
- 2.) Construct on-street sidewalk (no planter strip) along southeast side of West Turner Street. Sidewalk shall abut existing chain barrier adjacent to ballpark (option: replace chain barrier with pipe rail fence). Street may require width reduction but maintain a minimum width of 22 feet (24 feet width preferred). Sidewalk shall run from proposed crosswalk to Community Center. (0.11 miles).
- 3.) Acquire right-of-way for on-street sidewalk along southwest side of North Turner Street (0.14 miles).
- 4.) Acquire right-of-way along northwest side of Anson Street from existing Anson Street sidewalk at Gordon Street to North Kendall for sidewalk and planter strip.
- 5.) Construct on-street sidewalk (no planter strip) along North Turner Street and remainder of West Turner Street.
- 6.) Construct sidewalk and planter strip along northwest side of Anson Street from Turner to North Kendall.
- 7.) Construct sidewalk and planting strip.
- 8.) Provide streetlights.



NORWOOD PEDESTRIAN PLAN

N. Whitley Street sidewalk connection (0.13 miles)

- 1.) Identify right-of-way owner(s) along north side of Whitley Street from Railroad Street to North Kendall Street.
- 2.) If not currently owned by the Town, acquire right-of-way.
- 3.) Construct sidewalk and planter strip segment.

O. “Snuggs Trail” (1.12 miles)

- 1.) Negotiate right-of-way/easement acquisition with parcel owners.
- 2.) Construct trail in acquired right-of-way/easement. Provide trailhead connection to proposed Cedar Creek Trailhead in “Snuggs Cove”, Lakeshore Drive at “New Norwood” Trailhead, and Nicks Road.
- 3.) Install appropriate signage and furniture (benches, trashcans).

P. Snuggs Access Point at “Snuggs Cove”

- 1.) Develop preliminary plan for access point with connection to existing public right-of-way. Insure that the design process involves public input. The Plan must include estimated area required for clearing, grading and buffer.
- 2.) Negotiate acquisition of required right-of-way/easements.
- 3.) Finalize design (again with public input opportunity) and construct.

Q. Allenton sidewalk extension (1.20 miles)

- 1.) Identify parcel owners and acquire sufficient right-of-way along southeast side of Allenton Street from existing sidewalk at Wall-Ann, to Island Cove Road. Then along northeast side of Allenton from Island Cove to intersection of Foreman Drive. Also include west side of the length of Alberta Road.
- 2.) Construct sidewalk and planting strip.
- 3.) Provide striped and signed crosswalks at intersection of Allenton and Island Cove Road.

R. Acorn Acres Trail (0.58 miles)

- 1.) Identify parcel owners along drainage corridor from Ray Lee Street to terminus of Anchor Road.
- 2.) Develop plan for Trail complete with estimated right-of-way width required for clearing, grading and adequate buffer.
- 3.) Acquire necessary right-of-way (or easements) in stream corridor.
- 4.) Construct Trail in acquired right-of-way.
- 5.) Provide Trailheads at Oak Street, Anchor Road and Ray Lee Street.
- 6.) Provide additional trail access points where appropriate.
- 7.) Install appropriate signage and furniture (benches, trashcans, etc.).



NORWOOD PEDESTRIAN PLAN

- S. Ray Lee Street sidewalk (0.31 miles)**
 - 1.) Identify parcel owners along both sides of Ray Lee Street, from Main Street to Allenton Street.
 - 2.) Determine which side of Ray Lee would best accommodate sidewalk and acquire sufficient right-of-way along that side.
 - 3.) Construct sidewalk and planter strip.
 - 4.) Plant selected street trees along length.
- T. Summit Street sidewalk (0.29 miles)**
 - 1.) Identify parcel owners along both sides of Summit Street, from Pee Dee to Summit Street terminus.
 - 2.) Determine which side of Summit Street would best accommodate sidewalk and acquire sufficient right-of-way along that side.
 - 3.) Construct sidewalk with planter strip.
 - 4.) Plant selected street trees along length.
- U. Big Cedar Creek Trail (3.40 miles)**
 - 1.) Develop plan for Trail complete with estimated right-of-way width required for clearing, grading and adequate buffer.
 - 2.) Identify parcel owners along alignment.
 - 3.) Adopt alignment for the Trail.
 - 4.) Negotiate trail easement acquisition through textile plant property starting at Darrell Almond Community Park, along existing railroad corridor to Big Cedar Creek, and in Big Cedar Creek stream corridor to Rocky River.
 - 5.) Provide trailhead at (future) Rocky River Trail.
 - 6.) Coordinate greenway planning, right-of-way acquisition and development efforts for trail segments outside of current Town limits with the Stanly County Planning Office. The Stanly County Land Use Plan (See Pedestrian Plan **Section 5: Current Policies & Plans**) encourages the development of a Rocky River Greenway. Contact Michael Sandy, Planning Director.
- V. Rocky River Trail segment – river segment between Little Cedar Creek and Big Cedar Creek (0.66 miles)**
 - 1.) Coordinate greenway planning, right-of-way acquisition and development efforts with the Stanly County Planning Office.
 - 2.) Contact the **Land Trust for Central North Carolina** about procuring greenway corridor right-of-way and easements.
 - 3.) Refer to the SEQL document: *Greenways and Open Space* for additional implementation steps, at: <http://www.seql.org/actionplan.cfm?PlanID=3>
- W. Little Cedar Creek Trail from Turner Street to Rocky River (2.10 miles)**
 - 1.) Identify parcel owners along Little Cedar Creek from Turner Street to the Wastewater Treatment Plant (WTP) to Rocky River.
 - 2.) Follow procedure described in **Big Cedar Creek Trail**. Preliminary Plan for Trail segment shall include strategies for crossing under Highway 52.
 - 3.) Coordinate with Stanly County Planning Office regarding trail segments outside of current Town limits.

NORWOOD PEDESTRIAN PLAN

- 4.) Provide trailhead at (future) Rocky River Trail length.
- 5.) Provide streetlights.

X. Railroad Trail (0.50 miles)

- 1.) Identify parcel owners from intersection of Anson Ave. and Turner St., crossing Whitley St., Pine St., and Dock St., to run parallel to Railroad Rd. and terminating at the existing trail.
- 2.) Follow procedure for “Snuggs Trail”.
- 3.) Provide trailheads at all intersections.

Y. Island Cove Sidewalk (0.73 miles)

- 1.) Identify parcel owners along both sides of Island Cove and Anchor Road.
- 2.) Follow procedures for Summit Street Sidewalk

Z. Carver & Price Street Sidewalk

- 1.) Identify parcel owners along both sides of Carver Road and Price Street.
- 2.) Follow procedures for Summit Street sidewalk project.

NORWOOD PEDESTRIAN PLAN

Section 11: Recommended Maintenance Programs

Sidewalks and other pedestrian paths must be properly maintained and kept clear of debris, overgrown landscaping, tripping hazards, or areas where water accumulates. Other pedestrian facilities, such as signage, lighting, striping and landscaping, require other care and occasional replacement.

In general, maintenance costs include:

- Personnel Costs – Wages and benefits for the people who perform the work.
- Materials – Or supplies, including paving materials, and landscape materials such as soil, rocks, and plants.
- Water – For irrigation.
- Utilities – Including electricity and phone for running automatic or centralized irrigation systems and traffic signals.
- Equipment – For on-going maintenance and future purchases of maintenance tools.

Maintenance Considerations for Landscaped Areas

All outdoor public areas require regular maintenance procedures, such as weed control, litter pickup, inspection and general repair. Additionally, individual landscape areas require particular maintenance procedures.

- For tree and shrub areas: structural pruning, sucker removal, pest/disease control, fertilizing, adjustment/checking/repair of irrigation systems, applying post/pre-emergents, staking and bracing of trees, rodent control, and pruning and clearing branches or trimming shrubs when they encroach on the travel path or impair the line of sight for drivers and pedestrians.
- For groundcover areas: pruning, edging, applying post/pre-emergents & plant growth regulators, fertilizing, adjustment/checking/repair of irrigation systems, rodent control and dead-heading (removal of dead blooms).
- For turf areas: mowing, edging, aeration, fertilizing, adjustment/checking/repair of irrigation systems, cleaning hardscape areas (paths, squares, etc.), and rodent control.
- For non-vegetated areas (open space): applying post/pre-emergent (selected areas), fire abatement, cleaning of hardscape areas (concrete pathways, squares, etc.)
- Additional work as needed: decorative light inspection/repair, inspection for acceptance of new sites, vandalism and graffiti cleanup.

Maintenance & Operations of Off-road Trails

Facility inspections are an essential part of maintaining any facility. Planning and design of all off-road trails should include management plans that help gauge operational funds for various maintenance projects. Proper maintenance must address both the performance condition of the trail preserving the environmental integrity and character of any environmental areas that are adjacent to the trail. Maintenance and repair projects can be managed either through annual service contracts put out to bid, or become an integral part

NORWOOD PEDESTRIAN PLAN

of the Facilities Management maintenance program. Annual budgets for trail maintenance and operations should document maintenance items, facility improvements, and other related costs to ensure the long-term health of trail facilities, the environment, and safety for users.

Three tiers of maintenance programs should be included in the management plan:

1. **Long-term maintenance programs** - includes renovation of facilities and trail resurfacing. Comprehensive inspections should occur twice a year to record user impacts, general wear and tear, and other factors that may affect safety, environmental features, or structural integrity of the facility. If long-term maintenance programs are deferred, the safety of the trail is compromised and costly capital improvement funds to renovate damaged areas will be required. Typical long-term maintenance activities include:
 - Annual vegetation clearance (June and September)
 - Annual inspection by engineer to identify potential repairs needed for bridges and structures, drainage structures, pavement, railings, and fences
 - Revegetation during planting seasons
2. **Routine maintenance** – includes safety and repair issues that occur throughout the life of the facility. Frequency of routine maintenance should take place on a monthly basis, dependent upon the amount of usage and availability of funds. Typical routine maintenance activities include:
 - Removal of litter and general cleaning
 - Sweeping and leaf removal
 - Mowing and weed control
 - Pruning and removal of encroaching/fallen branches
 - Trail edging
 - Route signage maintenance
 - Graffiti control
 - Regular presence of volunteers to report faults
3. **Emergency repairs** - necessitated when storm damage makes the trail unsafe for daily use. Severe weather may occasionally cause damage to the facility either through wind, erosion, or fallen trees. Emergency repair funds for severe weather should be allocated and allowed to rollover from year to year for this inevitability.

Volunteer programs

Volunteer programs for greenway maintenance can be organized through the “Adopt-A-Park” program or could be coordinated with the existing Broad River Greenway volunteer program. <http://www.broadrivergreenway.com/volunteer>
Volunteer labor can yield a substantial savings for labor costs on routine maintenance and repair. Materials can be donated by a group, provided through a corporate sponsor, or purchased by the Town.

NORWOOD PEDESTRIAN PLAN

Section 12: Recommended Evaluation Process

As the Norwood Pedestrian Plan is implemented and pedestrian facilities are constructed, it is recommended that the Town perform a periodic evaluation of the goals and the processes described in the Plan. Plans in themselves are static and unchanging documents, but circumstances change constantly. Though the Town remains true to the vision described in this Plan, the means of achieving that vision may change with fluctuating economic conditions, fluid population trends, changing development practices, and evolving technology. The following recommendations are provided as examples of regular means of evaluation.

1. Pedestrian Needs Committee should periodically meet to confirm and re-evaluate the priorities of this Plan and its recommended projects, particularly as tracts of land are developed.
2. The Public Works Director should regularly report facility conditions and needs.
3. Public surveys, similar to the one conducted in formulating this Plan, can be used to solicit the opinions of everyday users to determine if the plan and its rate of execution are adequately meeting the needs of the populace.